### ORGANIZATION
- Is our organization efficiently and effectively organized? How do we know?
- Is accountability clear and aligned with responsibilities?
- How do our organizational charts relate to industry metrics including enrollment?
- Does our structure support our business plan and mission?
- Is our organizational structure relevant to current needs? Does it create barriers to improvement?
- How do we incent behaviors to align with institutional direction?
- Are we demanding excellence/productivity? How is productivity measured?
- Do performance evaluation, promotion and tenure criteria support mission?

### CULTURE
- What incentives help or inhibit staff from contributing? Are staff empowered to develop creative solutions?
- How does our institutional culture align or conflict with goals and strategies?
- Does our vision conflict with existing organizational culture, impairing success?

### POLICIES AND PROCESSES
- Are policies in place for processes that are necessary for achievement of mission?
- Is our academic calendar congruent with needs and desires of current students?
- Are information and communication systems in place to support mission and goal attainment?
- How is change managed? How is our culture adapted to new requirements?
- Should we centralize or decentralize services, resources and decision making?
- How do our academic schedule (including drop/add dates, etc.) and course scheduling and occupancy support student success and institutional mission?
- What opportunities do we have to change processes for student transfer and articulation?

### DECISION MAKING
- Is decision making delegated to the appropriate positions and levels?
- Does our budgeting process and ERP system allow for necessary change?
- Is there consensus on appropriate levels of risk? Is there a risk management strategy?
- Are policies in place that are necessary for achievement of mission? How do institutional policies support or hinder the mission?
- Are information flows adequate and timely to participants in governance processes?
Are decisions about problems and solutions made and implemented timely?

**LEADERSHIP**
- Do our leaders confront the historical, legacy issues that threaten long-term viability?
- Do our leaders agree to invest in institutional priorities rather than local needs and squeaky wheels?
- Do leadership’s strengths support our institutional niche?
- Does our leadership have the expertise to lead the college in light of current opportunities and challenges?
- Is our leadership team sufficiently stable and focused on the long-term institutional well-being?
- Does our existing structure inhibit or promote productive, practical leadership? What governance structures inhibit change? Do we have the courage to change them?
- How do we consistently drive change despite leadership changes?
- Is the Board knowledgeable about and focused on their role in institutional change?
- How do we engage Board members with differing levels of experience with higher education in significant discussion and decision making?

**GOVERNANCE**
- Does our current governance structure support a culture of change?
- Does our leadership structure promote or inhibit collaborative practices across the institution?
- Is our leadership team sufficiently stable and focused on the long-term institutional well-being?

**MARKET FACTORS**
- What are the impacts of the changing regulatory and statutory environment? What regulatory and statutory requirements constrain opportunities for change?
- How does our regional and program-specific accreditation support institutional success?
- How do we engage unions to collaborate on change?
- How do we retain our uniqueness and competitive edge within the state system (if applicable)?
- How do political structures impact our mission?

**COLLABORATION**
- Should we position our institution for industry consolidation?
- What opportunities exist to expand community collaboration to promote institutional growth and avoid duplication of services?
In what areas should we expand, strengthen or pursue collaboration or partnership with other colleges and universities?

What benefits do/might we gain from being a part of the state system (if applicable)?

What industries in our community offer opportunities for programmatic or other partnerships?

Are we adequately assessing downside risk as well as upside opportunity?

What opportunities exist for sharing of services and programs and partnerships/collaborations within our institution and with others?

Can we leverage intra-institutional mergers to garner resource savings while enhancing interdisciplinary and transdisciplinary instruction and research/scholarship?

Do silos prevent us from delivering services more effectively and efficiently?

**THINKING FORWARD**

Is the current organizational structure appropriate for the future?

What is a better structure of service delivery to achieve better outcomes?

Are the structures supporting innovation in place?

What is “core” to our mission? What might this imply for possible areas for innovation or outsourcing?

Is there appetite for change and innovation? Does the organization support risk-taking and entrepreneurialism?

What are the opportunities for structural innovation?